

Goal 4

Regional [comprehensive] universities, with at least one nationally recognized program of distinction or one nationally recognized applied research program, working cooperatively with other postsecondary institutions to assure statewide access to baccalaureate and master's degrees of a quality at or above the national average.

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Kentucky's six comprehensive universities play a vital role in the educational attainment of Kentucky's citizens. Progress on Council and institutional goals for 2003-04 is discussed for each of the comprehensive universities, as well as initiatives planned for next year. Goals for these indicators were established by the Council in consultation with the institutions. Highlights of the programs of distinction (POD) are provided, but more detail can be obtained from the 2003 POD annual reports, available from the Council or the institutions.

Eastern Kentucky University

CPE Key Indicators of Progress

EKU met its performance goals for:

- Undergraduate enrollment, which increased from 13,053 in 2002 to 13,567 in 2003.
- Graduate enrollment, which increased from 2,195 in 2002 to 2,384 in 2003.
- The six-year graduation rate of bachelor's degree students, which increased from 33.1 percent in 2002 to 37.1 percent in 2003.
- Several benchmarks in the 2003 National Survey of Student Engagement (which assesses undergraduate student experience): First-year students scored ECU higher than predicted on three of five benchmarks - *active and collaborative learning, student interactions with faculty members, and enriching educational experiences*. The actual score equaled the predicted score

on *supportive campus environment*. Seniors scored EKU higher than predicted on four of five benchmarks.

- The number of community and technical college transfers to Eastern, which increased from 392 in 2002 to 472 in 2003.

EKU did not meet its performance goals for:

- The retention rate of first-time freshmen, which despite increasing from 72.7 percent in 2002 to 72.8 percent in 2003, remained below the goal.
- One benchmark in the 2003 National Survey of Student Engagement: Seniors scored lower than predicted on *level of academic challenge*.

The 2003 National Survey of Student Engagement also revealed:

- Twenty-eight percent of first-year students and 48 percent of seniors participated in a community-based project as part of a regular course.
- Thirty-two percent of first-year students and 40 percent of seniors participated in volunteer work outside of class compared with 44 percent of first-year students and 52 percent of seniors in 2001.
- Thirty-five percent of both first-year and senior students reported that their college experience aided their knowledge, skills, and personal development in contributing to the welfare of their community.
- Twenty-three percent of first-year students and 17 percent of seniors reported that their experiences at Eastern contributed to the development of their voting behavior.

For the purposes of the *Kentucky Plan for Equal Opportunities*:

- In 2002-03, Eastern showed continuous progress on six of eight objectives, qualifying for automatic waiver status (i.e., Eastern was automatically eligible to add new degree programs in 2004). Performance for 2003-04 will not be available until January 2005.

Additional Institutional Measures

This past year, the EKU community implemented the 2003-2006 strategic plan, which was approved by the EKU board of regents in June 2003. The theme of the plan is *Moving Forward Together* and contains the following mission

statement: “Eastern Kentucky University will be a leading comprehensive university in the Commonwealth of Kentucky, earning national distinction, where students come first.” The plan incorporates the Council’s key indicators of progress.

As part of these strategic planning efforts, an ongoing, integrated, research-based institutional effectiveness process was refined and further developed. Currently, Eastern is implementing this comprehensive planning and evaluation process for quality enhancement that: (1) provides for annual departmental/unit plans; (2) updates goals, objectives, key performance indicators annually and every four years; (3) measures and evaluates progress, (4) links results to decisions about facilities, maintenance, technology, and budget; and (5) communicates progress in an annual institutional effectiveness progress report.

For 2003-04, 29 performance indicators were assessed, and qualitative data were gathered to evaluate progress on the strategic plan. Eastern also relies on the Council’s indicators of progress to gauge advancement toward Goal 4 in HB 1. The quality of baccalaureate and master’s programs are assessed through the academic program review process and select student outcomes. Additional indicators focus on the number of specific transfer agreements, 2+2 programs, and partnerships with other postsecondary institutions. Eastern currently has a total of 27 such agreements. Other measures include the Graduating Senior Survey, ECU Alumni Survey, Collegiate Assessment of Academic Proficiency, University Writing Requirement, ECU Climate Survey, customized surveys to evaluate various issues (e.g., parking, human resources), and the University of Delaware study.

A number of Eastern’s measures focus specifically on increasing the number of students who matriculate from counties within its service region, an area that historically trails the rest of the state in educational attainment. From 1997-2003, Eastern has increased enrollment from its service region by 14 percent, from 7,495 to 8,518.

Program of Distinction

Eastern Kentucky University’s College of Justice and Safety has served as a Commonwealth Program of Distinction since 1998. The College is uniquely positioned to benefit the university’s service region, the Commonwealth, and national and global communities, particularly in light of heightened interest in issues of justice, safety, and security since September 11. Below is a brief list of significant accomplishments during 2003-04:

- Prominent scholars from across the country participated in the “Femi-

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nist and Critical Conversations in Crime and Justice Studies” conference sponsored by Eastern Kentucky University..

- The College of Justice & Safety proposed a new Justice & Safety Center for Research, Technology, and Homeland Security. This 7,000 square foot renovation of the Stratton gymnasium would house public safety and security technology and investigative technology laboratories, as well as a research and evaluation unit, conference room, and offices. The facility would showcase the growing Justice and Safety Center, a leader in securing federal homeland security funding initiatives and projects at ECU.
- The college was approved for 31 grants totaling \$44,647,510, and ended the year with 5 pending grants totaling \$15,738,485. The college received 26 awards in 2002-2003 totaling \$29,548,546. At the close of the reporting period, 12 additional proposals were pending, amounting to a potential additional \$39,642,955.
- Program-sponsored applied research and prospects for commercial application include:
 - ABORAT – The Algorithm Based Object Recognition and Tracking project
 - ARREST – The Advanced Rural and Remote Surveillance Technology project
 - PAAL – The Procedural Anytime/Anywhere Learning project
 - NETQUEST – Monitoring/Tracking system
- The college sponsored four fellow positions, including a Research Fellow position aiding the Kentucky Center for School Safety, and funded 34 graduate assistants. During 2002-03 the college sponsored four fellow positions, including a Research Fellow position aiding the Kentucky Center for School Safety and funded 42 graduate assistants.
- College faculty produced seven books, 62 articles and chapters, two technical reports, and 39 conference papers and presentations. Three of the college’s faculty members hold editorial positions. During 2002-03, faculty produced four books, 35 articles and chapters, and 29 conference papers and presentations.
- Through its annual Distinguished Lecturer’s Series, the college sponsored nationally and internationally recognized speakers.

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Next year, ECU will establish an Office of Distance Education and Multimedia Services in the College of Justice and Safety. An expanded distance education program will enhance the quality of distance education degree and certificate programs, reach students who would not otherwise benefit, and enrich experiences of traditional and online learning students.

Collaborative Programs and Initiatives

To improve access and enhance quality, Eastern has developed a number of cooperative programs and initiatives during the 2003-04 academic year:

- From fall 2001 through spring 2004, Eastern offered 296 courses and served 2,567 students through the Kentucky Virtual University.
- ECU continued partnerships with Hazard Community and Technical College, Lindsey Wilson College, and Morehead State University in developing and expanding the University Center of the Mountains in Hazard. The center addresses economic and workforce needs and community development by providing undergraduate and graduate degree and professional certification opportunities to residents.
- ECU is one of nine postsecondary partners in a five-year, \$22 million National Science Foundation initiative (Appalachian Mathematics and Science Partnership Grant).
- ECU is collaborating with the Cabinet for Economic Development's Office of Innovation and Commercialization for a Knowledge-based Economy by housing the Eastern Innovation Regional Headquarters and Innovation Commercialization Center and operating satellite innovation centers. The partnership allows ECU to initiate homeland security partnerships and projects. ECU implemented the satellite innovation center program through partnership agreements with Ashland Community and Technical College, Morehead State University, and Pikeville College. Also, the Kentucky Highlands Entrepreneurship Center, administered by the Big Sandy Community and Technical College, is affiliated with ECU through the Eastern Innovation Region Headquarters. At least three new regional satellite innovation centers are planned.
- Through a collaborative effort with the U.S. Department of Labor, ECU is one of 20 OSHA Training Institute Education Centers in the United States officially approved to offer OSHA programming in the area of safety and health.
- ECU is part of the Bluegrass Business Consortium—a collaboration with organizations and educational providers to obtain grants for workforce training and development.
- The ECU Library collaborates with other publicly supported academic libraries in Kentucky through a consortium named SAALCK, the State-Assisted Academic Library Council of Kentucky. Because of the work of SAALCK, students and faculty at Kentucky universities and in KCTCS

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institutions have gained access to important databases that are too specialized to be supported by the Kentucky Virtual Library.

- EKU was the catalyst for a resurgence of the Future Educators of America organization. Kentucky now has the largest number of affiliated FEA chapters in the nation. In 2003-2004, EKU worked with six high schools and offered a dual credit (high school-college) program for EDF 203—School and Society, which will continue in 2004-05.
- The number of EKU Professional Education Fellows increased to 74 in 32 school districts and 134 schools. This is an increase from last year, when 61 fellows from the colleges and library partnered with school districts.
- Through the American Democracy Project, EKU works collaboratively with the Commonwealth's other comprehensive universities to prepare grant applications related to civic engagement and service learning.
- The Master of Public Health Program at EKU is part of a consortium of public health programs (UK, UofL, WKU) meeting the public health needs of the Commonwealth of Kentucky.

Major Initiatives for Next Year

Some of next year's most significant initiatives focus on improving enrollment, transfer, and graduation rates, as well as performance on EEO goals, which are areas of concern for Eastern.

To increase undergraduate and graduate enrollment, Eastern will:

- Enhance recruitment efforts and programs, including college fairs and career day programs (over 350 events in 2003-04), high school visits and receptions (over 600 in 2003-04), campus preview programs for prospective students (over 3,500 participants in 2003-04), and campus visits (over 2,600 visitors in 2003-04).
- Host monthly online chats with admissions counselors, targeted at parents and prospective students, on topics such as the application process and student activities.
- Develop a targeted communications plan on issues of particular importance to parents.
- Develop a system that nurtures a transitional relationship between all service area high schools and EKU to bring high school students on campus to introduce them to college.

- Increase the number of courses and programs available through KYVU and expand the availability of weekend and evening courses to better serve students in the region, including adults, using all available technology.
- Expand and enhance access to full degree programs and credit and non-credit learning opportunities at extended campuses and through distance learning technologies. Graduate cohorts at ECU's extended campuses in Corbin, Danville, Manchester, and other appropriate locations.
- Add cohort-based graduate programs in the College of Education in the areas of elementary, middle, and secondary education.
- Further develop graduate assistantships, participate in graduate recruitment activities, and prepare brochures and other recruitment materials.
- Continue to improve Eastern's marketing and recruitment efforts. Recognizing the need for ongoing assessment of the effectiveness of the Division of Public Relations and Marketing, ECU's new chief public relations and marketing officer put into place tracking and assessment tools for the division soon after his arrival. For 2003-04, 105 publications were created and produced. From October 2003-May 2004, ECU had 826 stories air on television stations in the Lexington market for a combined viewership of 16,288,000. This data serves as a baseline; data are not available for previous years.
- Continue to implement federal grant funded initiatives, including the \$1.3 million NSF project to improve teaching and math in Appalachian middle schools, and the Health Careers Opportunity Program funded by the U.S. Department of Health and Human Services.
- Enhance facilities by completing construction projects: Corbin Center, Fitness and Wellness Center, and the new building for the College of Business and Technology.

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To increase the number of transfers, Eastern will:

- Continue to participate in the statewide Course Applicability System and remain active on committees to better understand transfer issues in Kentucky.
- Develop a system to nurture transitional relationships between all area community colleges and ECU.
- Implement an articulation agreement with Somerset Community College in the technology discipline.
- Host transfer road shows to raise awareness of available options and

tools that make transfer easier; modify transfer orientation sessions to better meet student needs.

- Implement a scholarship program to attract the best and brightest transfer students.

To improve the one-year retention rate of first-time freshmen, Eastern will:

To increase graduation rates, ECU will hire staff to provide one-on-one mentoring and tutoring and deliver leadership efforts in student affairs as a certificate program titled E-LEAD (Eastern's Leadership Education and Development).

- Enhance first-year retention programs, such as new student days, orientation classes, the Weaver Tutoring and Enrichment Center, the PLUS Mentoring Program, the First Steps to College Success Summer Bridge Program, the Academic Advising and Early Alert Program, Steps to Success, Life Skills Program, and FRESH TIPS—Freshmen Receiving Educational and Social Help Towards Improving Potential Success.
- Expand first-year programs to residence halls and create better linkages between academic programs and residence life through enhanced living/learning communities.
- Enhance and expand retention efforts within academic departments.
- Review developmental courses annually to ensure they are achieving their goals.
- Review entry-level courses to understand failure and dropout rates.
- Develop and improve advisor trainings and evaluations.
- Train more than 40 pre-teaching ECU students to be mini recruiters, mentors, and Future Educator of America aides on behalf of students in the College of Education.
- Continue to implement the LINKED program—Leaders involved in influencing Knowledge, Education, and Development, a student involvement and leadership program for residential first-year students.
- Develop and implement a comprehensive plan for minority student retention.

To increase graduation rates, Eastern will:

- Refine a seamless admission, registration, and advising model.
- Further enhance an early intervention program for academic and personal issues.
- Hire staff to provide one-on-one mentoring and tutoring and deliver leadership efforts in student affairs as a certificate program titled E-LEAD (Eastern's Leadership Education and Development). Once students complete the certificate portion of the program, they will be trained as mentors for the incoming E-LEAD class.

- Expand and improve student services at extended campus sites.
- Improve the retention of upper-level students in programs with low graduation rates.
- Offer degree programs to serve regional needs and allow students to return to their home areas. For example:
 - ECU's Department of Occupational Therapy received a three-year, \$992,143 federal grant from the Quentin Budrick Rural Interdisciplinary Health Project, Bureau of Health Professions, Health Resources and Services Administration, to prepare graduates to provide interdisciplinary services to rural Appalachian youth with mental health needs. PRISYM (Providing Rural Interdisciplinary Services to Youth with Mental Health Needs) targets 16 underserved Kentucky counties that comprise Regions 12 and 13 of the Kentucky Department of Mental Health and Mental Retardation Services.
 - ECU's Department of Baccalaureate and Graduate Nursing received a \$939,316 grant from the U.S. Department of Health and Human Services to add a new psychiatric-mental health nurse practitioner option to its existing master's degree programs. Classes will be available via the Kentucky Telelinking Network (KTLN) at extended campus sites.

To promote and support diversity, Eastern will:

- Continue to implement the Diversity Faculty Recruitment and Retention Incentive Plan to hire more minority faculty. Improve initiatives that retain and support a diverse student body, such as the Office of Multicultural Student Affairs, Black Graduate Student Association, Students Persisting in the College Environment mentoring program, historically black fraternities and sororities association, and a zero tolerance program.
- Continue to award Joanne Glasser Diversity Scholarships, Dr. Rodney Gross Scholarships, and MERR Scholarships.
- Continue to implement and evaluate the Ronald E. McNair Post-Baccalaureate Degree Program, one of six TRIO funded projects of the U.S. Department of Education. The program goal is to prepare underrepresented students to apply for doctoral programs.
- Implement several initiatives in the area of equal opportunity, including:
 - 1) In collaboration with Human Resources, include equal opportunity training in all faculty and staff orientation sessions;
 - 2) expand training

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opportunities about staff and faculty rights and responsibilities related to diversity on campus; 3) conduct a recruitment and selection plan project to create a more educated and organized selection environment in order to attract better qualified and more diverse applicant pools; 4) establish a new partnership with Public Safety and expand its relationship with university housing to provide a team response to alleged incidents of bias and harassment that occur in residence halls and elsewhere across campus.

- Hire a minority recruiter in the College of Education; increase the number of minority students in the Future Teacher Corps.
- Launch a program in the Master of Public Health program, Department of Environmental Health Sciences, with the Centers for Disease Control (CDC) and ECU's Diversity Office, to recruit minority students into the Environmental Health program.
- Continue to implement themes of diversity across the curriculum; enhance programs in African-American Studies, Women's Studies, and Appalachian Studies.

To increase net external funding, Eastern will:

- Advance ECU's first comprehensive capital campaign, one of the top priorities of the Eastern Kentucky University Foundation and the university's board of regents. President Glasser, working closely with the foundation, is dedicating considerable time and effort in re-engaging Eastern's alumni and securing much needed support. Campaign priorities include endowment support for students, faculty, and programs, and support for capital improvements and new initiatives.
- Successfully complete a search for an Associate Vice President of Research and Graduate Education; hire a Director of Sponsored Programs, Grants, and Contracts.
- Increase the number of grant proposals funded (e.g., OSHA Susan Hardwood Grant) by expanding Sponsored Programs, Grants, and Contracts Office staff and increasing awareness of giving opportunities.
- Improve the outreach efforts of Continuing Education and Outreach; the Small Business Development Center; the Center for Economic Development, Entrepreneurship, and Technology; and other ECU centers and programs.
- Market Workforce Education and ECU OSHA Training Institute Education program to increase revenue from course registration fees and company training contracts.

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